



FROM MILITARY **FRONT LINES**
TO MANUFACTURING **FRONT LINES:**
VETERANS AND YOUR WORKFORCE

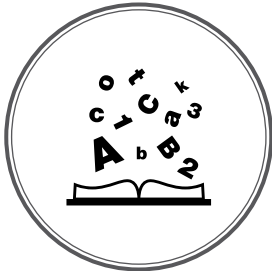


EMPLOYER **PLAYBOOK**



SUPPORTING VETERANS IN TODAY'S MANUFACTURING INDUSTRY.

More than 80 percent of manufacturers report they cannot find people to fill their skilled production jobs. Meanwhile, thousands of service men and women return home each month, possessing not only an exemplary work ethic, but also rigorous technical training and experience. Supporting veterans in their efforts to reconnect to employment is as good for our country as it is for our economy. Did you know it's also ideal for your manufacturing business? Here are 10 strong reasons to hire veterans.*



1. THEY ACCELERATE THE LEARNING CURVE.

Veterans have the proven ability to learn new skills and concepts. In addition, they can enter your workforce with identifiable and transferable skills. Consider the technical prowess that comes from operating, maintaining, and repairing machinery like a helicopter, or the leadership and interpersonal skills that come from the military.



2. THEY ARE PROVEN LEADERS.

The military trains people to lead by example as well as through direction, delegation, motivation, and inspiration. Veterans understand the practical ways to manage behaviors for results. They also know the dynamics of leadership as part of both hierarchical and peer structures.



3. THEY PRACTICE TEAMWORK.

Veterans understand how genuine teamwork grows out of a responsibility to one's colleagues. Military duties involve a blend of individual and group productivity. They also necessitate a perception of how groups of all sizes relate to each other and an overarching objective.



4. THEY PROMOTE DIVERSITY AND INCLUSION.

Veterans have learned to work side by side with individuals regardless of diverse race, gender, geographic origin, ethnic background, religion, and economic status as well as mental, physical, and attitudinal capabilities.

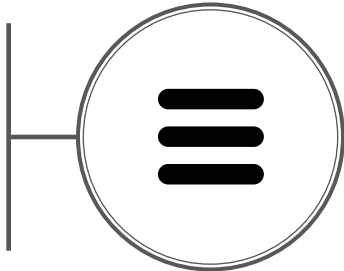


5. THEY PERFORM WELL UNDER PRESSURE.

Veterans understand the rigors of tight schedules and limited resources. They have developed the capacity to know how to accomplish priorities on time, in spite of tremendous stress. They know the critical importance of staying with a task until it is done right.

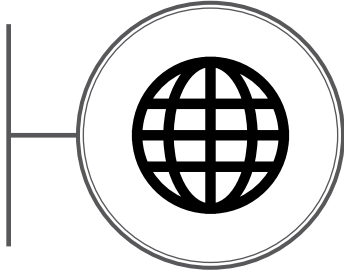
6. THEY HAVE RESPECT FOR PROCEDURES.

Veterans have gained a unique perspective on the value of accountability. They can grasp their place within an organizational framework, becoming responsible for subordinates' actions to higher supervisory levels. They know how policies and procedures enable an organization to exist.



7. THEY ARE ATTUNED TO GLOBAL AND TECHNOLOGICAL TRENDS.

Because of their experiences in the service, veterans are usually aware of international and technical trends pertinent to business and industry. They can bring the kind of global outlook and technological savvy that all enterprises of any size need to succeed.



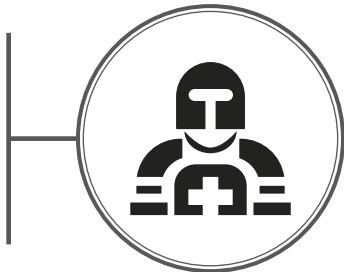
8. THEY HAVE INTEGRITY.

Veterans know what it means to do "an honest day's work." Prospective employers can take advantage of a track record of integrity, often including security clearances.



9. THEY ARE CONSCIOUS OF HEALTH AND SAFETY STANDARDS.

Thanks to extensive training, veterans are aware of health and safety protocols both for themselves and the welfare of others. On a company level, their awareness and conscientiousness translate into protection of employees, property, and materials.



10. THEY ARE TRIUMPHANT IN THE FACE OF ADVERSITY.

In addition to dealing positively with the typical issues of personal maturity, veterans have frequently triumphed over great adversity. They likely have proven their mettle in mission critical situations demanding endurance, stamina, and flexibility.



*Courtesy of Department of Labor



THAT'S GREAT, BUT HOW DO I TURN
THIS EXPERIENCE INTO PRACTICAL
SKILLS I CAN USE?

INTRODUCING GET SKILLS TO WORK

A PUBLIC-PRIVATE PARTNERSHIP DEDICATED TO OUR NATION'S VETERANS AS
A SOURCE OF TALENT FOR MANUFACTURING CAREERS.

Get Skills to Work joins manufacturers and educators to **prepare** and **place** veterans in long-term careers in advanced manufacturing. The initiative, developed by Alcoa, GE, Boeing, Lockheed Martin, The Manufacturing Institute, and other partners, is committed to closing the manufacturing skills gap and creating new futures for those who sacrificed their lives to make ours better.

The coalition has reached over 100,000 veterans, helping to prepare and place over 25,000 veterans for advanced manufacturing careers.

Get Skills to Work has two key goals:

- Match veterans' skills to civilian job responsibilities
- Accelerate training so veterans can quickly up-skill and be prepared for manufacturing careers

Why Get Skills To Work?

The military is an underutilized source of top talent, with many differentiated skills sets and focus areas. With an estimated skills gap of 2 million workers by 2025, we need to improve the perception of the manufacturing industry. Get Skills To Work is actively promoting manufacturers as they help veterans enter into careers in a way that is complementary to their experience.

Not only will this initiative give new opportunity to our heroes returning from active duty, but it will also support the skilled workforce needed in today's advanced manufacturing industry.

IT SOUNDS LIKE A WIN-WIN...
HOW DO I GET INVOLVED?

HOW TO RECRUIT AND RETAIN

THE BATTLE TO BE UNDERSTOOD.

E-7. A-2. AAG. Those who have served in armed forces bring a whole new world of acronyms and often confusing job titles to their resumes. They don't always clearly explain what veterans did as they executed actions in faraway places under duress. Service members know what they did, but putting it into the right words so that prospective employers can relate to it is a different story.

Meanwhile, some of the messages in popular culture about veterans are outdated and ill-informed. The facts are that, while PTSD, traumatic brain injuries, and other issues are real, the vast majority of veterans are fully prepared to lead successful and rewarding civilian careers.

Often the biggest issue may be the general disconnect between military and civilian cultures. Get Skills to Work can help employers and veterans alike to bridge the divides and give every opportunity to service members.

Success Spotlight Daniel Brewer

Aviation Electronics Technician >>>> Certified Production Technician

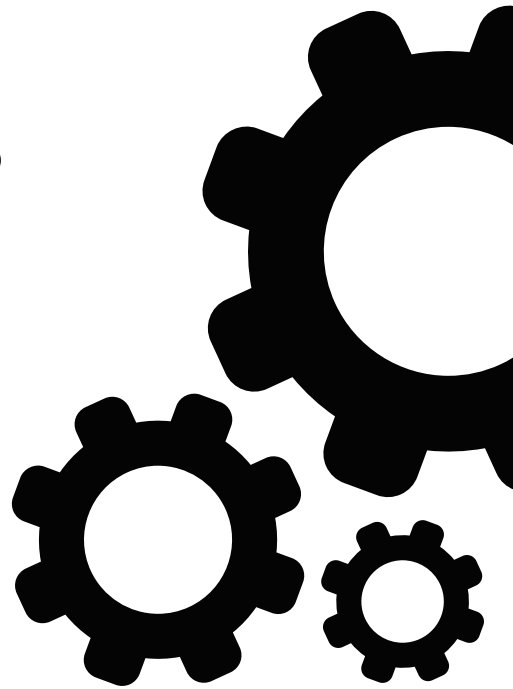
Daniel Brewer served in the United States Navy for five years as an Aviation Electronics Technician. While serving in Afghanistan, Daniel worked on military aircraft and high-grade machinery. Coming out of the military, he was unsure about his options and drifted from job to job with no long-term career prospects. After overhearing a fellow veteran talking about Get Skills to Work, Daniel signed up for its inaugural class at Cincinnati State Technical and Community College.

He participated in a fast-track program and learned about safety, quality, process and production, and maintenance of machining, welding and automation. At the end of the 4-week course, Daniel earned the Certified Production Technician certificate.

When a technician position opened up at GE Aviation, the company knew that Daniel had the skills set and ambition to fill the job. Daniel describes his transition to GE as "very smooth." After a little over a year with the company, Daniel was even promoted from Testing Technician C to Testing Technician B. "I carry the skills I learned at GSTW with me to work now...and my future has never looked brighter."

RESOURCES AND TOOLS

There is an abundance of resources and tools to help employers in their efforts to hire veterans. In the following pages, we will share a variety of helpful materials to assist in this process. More information can also be found online at the *Institute for Veterans and Military Families*.



TRANSITIONING VETERANS

VETERAN TRANSITIONING ORGANIZATIONS

There are several ways to connect with organizations that help veterans transition to civilian life. Below are a variety of national resources that may have local affiliates.

- The [National Resource Directory](#) is a federal government website that connects wounded warriors, service members, veterans, families and caregivers to thousands of services and programs at the national, state and local levels that support them during recovery, rehabilitation and reintegration. Visitors to the website can find information on topics such as post-traumatic stress disorder, military and Veterans' benefits, health care, educational opportunities, homeless assistance, employment and much more. Throughout the past few months, more than 60 new resources have been added to the NRD, bringing the total number of resources that can be accessed from the site to nearly 15,000.
- The mission of the [Department of Veterans Affairs](#) is to fulfill President Lincoln's promise "To care for him who shall have borne the battle, and for his widow, and his orphan." by serving and honoring the men and women who are America's veterans. Veterans of the United States armed forces may be eligible for a broad range of programs and services provided by the VA.
- The Veterans' Employment and Training Service serves America's veterans and separating service members by preparing them for meaningful careers, providing employment resources and expertise, and protecting their employment rights. [Contact your State's Director for Veterans' Employment and Training \(DVET\)](#).
- The [Online Veterans Employment Center](#) (also mentioned under "tools") supports transitioning service members, veterans, and their spouses looking for new career opportunities. The new Employment Center helps simplify the job search process by providing a single website which brings together the most important online career tools within government, including the Military Skills Translator tool. This website is a result of collaboration between the Department of Defense, Department of Labor, Office of Personnel Management, Small Business Administration and the Department of Veterans Affairs.

- A historical first in the context of American education, [The Institute for Veterans and Military Families](#), or IVMF, is the first national center in higher education focused on the social, economic, education and policy issues impacting veterans and their families post-service.
- [RockTech](#) provides instruction and support for veterans wanting to use LinkedIn, with the primary goal of helping individuals and businesses utilize new technology for business purposes. This networking website provides the opportunity to connect with potential employers and meet other veterans in the civilian workforce.
- [Vet2Tech](#) provides veterans with scholarship funding and connects them with career opportunities in manufacturing and technical services. Learn more about this opportunity at <http://vet2tech.org>.
- In an ideal world, someone who has mastered the challenges of military life would find countless opportunities back home. There are a growing number of state initiatives that aim to make those resources and opportunities available. [Home Base Iowa](#) is just one example of a state initiative that strives to help veterans find jobs, explore career paths, and make a smooth transition to civilian life in their home state.

VETERAN TRANSITIONING TOOLS

MILITARY SKILLS TRANSLATOR

Military skills translators are available to allow users to match military career tracks with civilian occupations.

Veterans looking for jobs can create and upload resumes, and find public and private job openings in a single search, while employers can be provided with a direct feed of resumes from veteran applicants. Recruiters can also view a reverse skills translation (military to civilian skills) for applicants, and share their own veterans hiring goals.

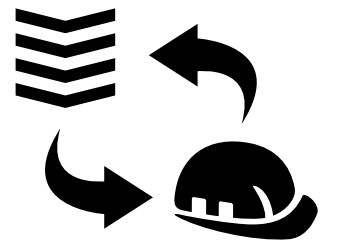
Translator tools are available via the [Online Veterans Employment Center](#), [Feds for Vets](#), and [VA's Veterans' Employment Center](#).

Using a translator tool, Veterans have access to:

- Quick public resume posting with an instant connection to thousands of public and private employers
- Target job searches based on specific, high-demand career paths
- Single search for both public and private sector positions
- Military skills translator and resume generator
- Social media integration with bookmarking capability for saving job postings

Employers have access to:

- Targeted feed of qualified resumes from veteran applicants
- Reverse skills translation (military to civilian skills) for applicants
- Showcase their Veterans hiring goals and make public their progress towards those goals
- Connection to resources designed to help recruit and retain talented, veteran employees



While many military jobs translate well into civilian jobs, the employer should take the time to review resumes to understand the underlying competencies.

MILITARY SKILLS BADGES

Like skills translators, badging systems map military skills and experience to civilian jobs. *Get Skills to Work* worked with Futures Inc. to create a digital “badge” system, making it easier to translate Military Occupational Specialty codes (MOS) to civilian positions in advanced manufacturing.



The US Manufacturing Pipeline is providing the following digital badges:
CNC Machine Operator - Electronics Assembler - Logistics Analyst - Machinist
Maintenance Technician - Materials Handler - Mechanical Engineering Technician - Pipe Fitter
Process Technician - Production Technician - Welder

These badges provide insight into competencies earned in the military and thus can be used toward credit for prior learning.

ARMED AND READY:

Employers will be encouraged to know that every member of the armed forces will now start preparing for their transition months before they leave – by drafting resumes, attending job fairs and summits, applying for college, and mapping out their next steps well before they hang up their uniform. This is all thanks to a new approach agreed to by the U.S. Chamber’s Hiring Our Heroes, U.S. Department of Veterans Affairs, the U.S. Department of Labor, and the Department of Defense, the U.S. Army’s Army Career and Alumni Program, Soldier for Life, and Installation Management Command, and local government agencies and chambers of commerce.

Success Spotlight Calvin Beavers

U.S Navy >>>> Service Technician

Calvin Beavers served nine years in the U.S. Navy. Struggling to find work as a civilian, he was unemployed for two years. With a daughter and granddaughter to support, Calvin needed to find a job that could support his family.

After contacting his local Veterans Affairs office, Calvin learned about the Vet2Tech scholarship program. He decided to enroll in the online technician-training course to help him elevate the skills he already had.

Two short weeks after completing his training, Calvin was hired as a service technician in food equipment manufacturing by Whaley Food Service in Norcross, GA.

RECRUITING THE RIGHT VETERANS

Looking to find the right veteran to hire? There are a range of ways you can recruit and retain veteran talent for your team.

EDUCATIONAL INSTITUTIONS

Educational institutions that cater to veterans provide a pipeline of qualified job candidates.

COMMUNITY COLLEGES

Local community colleges, four-year colleges and universities, and other technical training centers that offer manufacturing programs are a great place to skill up for civilian careers. Community colleges recognized by Get Skills to Work lead to national industry certifications recognized by manufacturers. Review these colleges at:

www.themanufacturinginstitute.org/Initiatives/Military-and-Veterans/Military-and-Veterans.aspx

WEAMS

The Veterans’ Administration has developed the WEAMS Institution search tool to locate the colleges and universities, vocational institutions, flight schools, and other educational facilities with programs that are approved for VA benefits. This tool is used by returning veterans and may be a useful resource for manufacturers, as well.

MILITARY FRIENDLY SCHOOLS

Military Friendly Schools provides a tool that identifies colleges and universities that are considered “military friendly.” Now in its fourth year, the G.I. Jobs team approaches 12,000+ VA-approved schools, and asks them to participate in an annual survey, at no cost. The survey and resulting list are the leading resource for military personnel, veterans, spouses, and military dependents seeking schools that provide the most value for military students. The G.I. Jobs Military Friendly Schools® list is determined mathematically from data obtained via school survey submissions. Each year the top 15% of schools from our survey are selected to appear on our list and are awarded the coveted Military Friendly Schools® designation.

INTERNSHIPS

Faculty and staff at local community colleges, four-year colleges and universities and technical training centers can provide information on their programs and students who are near completion. Faculty are often looking for industry partners to serve as adjunct faculty, on advisory groups, sponsor internships or other work experiences. Contact your local schools and form a partnership that can be mutually beneficial!



MANUFACTURING RESOURCES

Here are a few of the many industry-focused resources that can assist manufacturing employers.

FASTTRACK

This centralized online hub connects manufacturing employers with veterans and transitioning personnel. To learn more, visit <http://www.fasttrackforheroes.org/>.

THE MANUFACTURING INSTITUTE

Get Skills to Work, an employer-led program managed by The Manufacturing Institute, joins manufacturers and educators to prepare and place veterans in manufacturing careers. Visit it at <http://www.themanufacturinginstitute.org>.

TECHSHOP

This chain of workshop-spaces offers makers a collaborative and creative environment, as well as the tools, resources, and connections to enable innovation. Find information at <http://www.techshop.ws>.

HIRING VETERANS, 101

Work experiences are extremely effective in demystifying today’s modern manufacturing environment for veterans. They also provide exposure to the great jobs and careers available in manufacturing.

There are three avenues available for offering these work experiences: direct hiring, work-based learning, and third party employment agencies.

1. DIRECT HIRING

Local employment American Job Centers (AJC), funded by the Department of Labor, agencies can be a valuable resource in identifying and hiring veterans. The following link will help you locate a local AJC: <http://www.careeronestop.org/disasterrecoveryservices/findos/>.

There are many online job boards that highlight specific outreach to veterans. Below is a list of some more of those resources:

www.militaryhire.com
www.fedshirevets.gov
www.hireherosusa.org

www.va.gov/jobs/
www.ustechvets.org
www.dol.gov/vets/

www.vetjobs.com
usmanufacturingpipeline.com

In addition, the link below provides a list of Veteran Employment Program Offices responsible for promoting veterans’ recruitment, employment, training and development, and retention within their respective agencies. Veterans are encouraged to contact these individuals listed for specific information on employment opportunities in those agencies.

Use your brand!

Make sure your company branding is vet-friendly. The military is a unique market that requires a unique brand.

2. WORK-BASED LEARNING

Internships

Colleges, universities, and technical training centers frequently embed work experience into program requirements. This is most often done via internships or cooperative work experiences.

Internships normally carry college-credit and/or may be a required completion experience. Manufacturers find internships valuable because they provide the opportunity to see if a prospective employee (student) has the necessary knowledge, skills, and abilities. Internships provide students with valuable work experience that can be documented on resumes. Internship experiences require faculty involvement to ensure stated learning outcomes are met.

Cooperative Work Experiences

Area manufacturers may wish to hire students on a part-time basis that are not connected to an internship or apprenticeship. These are considered cooperative work experiences because there is no formal educational component attached to the job.

Registered Apprenticeships

As defined by the Employment and Training Administration, apprenticeships provide an “earn and learn” training model with an employer. Both on-the-job (OJT) and apprenticeship training programs are available for Veterans using their VA education benefits, including the Post-9/11 GI Bill. These programs allow veterans to learn a trade or skill through training on the job participation rather than attending formal classroom instruction. A veteran generally enters into a training contract for a specific period with an employer, and at the end of the training period, the Veteran gains job certification or journeyman status. Employers may pay a reduced OJT/apprenticeship wage (generally 40 - 50% of journeyman wages).

3. THIRD PARTY EMPLOYMENT AGENCIES

In order to source and prequalify candidates quickly, manufacturers can use the services of third party employment or staffing agencies. These agencies perform recruitment and selection for organizations that don’t have the time, expertise or resources necessary to manage the employment processes.

Success Spotlight James Bolding

Munitions System Specialist >>>> Instrumentation & Control Systems

James Bolding served in the United States Air Force for four years as a Munitions Systems Specialist. As a disabled veteran, James was given the opportunity to expand his education with help from the Department of Veterans Affairs. He aspired to work for a Refining Company near his hometown, but he needed new high-tech skills to do so.

After enrolling in an Advanced Manufacturing program at Francis Tuttle Technology Center in Oklahoma City, Oklahoma, James quickly proved that he was more than ambitious by exhibiting his dedication for success by driving 188 miles to attend school every day.

James graduated from Francis Tuttle’s Advanced Manufacturing program with a certificate in Instrumentation & Control Systems. He was eager to use his newly enhanced skills to begin working for the refinery. His goal became a reality.

JOB DESCRIPTIONS AND JOB ADS

In order to attract veterans to jobs in manufacturing, it's important to align job descriptions and job ads to military terminology. This alignment shows veterans directly that their military skills and experience are relevant to manufacturing jobs and careers.

CNC MACHINIST

The Sr. CNC Machinist will:

- Program from models and drawings provided by our engineering team using PartMaker and FeatureCAM
- Program, set up and run our CNC lathes and vertical and horizontal machining centers
- Inspect work coming off the machines
- Assist in figuring out ways to make production more efficient
- Organize and maintain tooling for his work area and machines
- Keep a neat and well organized shop
- Assist in giving direction and helping any machine operators
- Assist the assembly or other departments as needed
- Complete his work in a timely and accurate manner

We offer good compensation, Health insurance, 401K Retirement program with company match and paid vacation and holidays.

Qualifications/Requirements:

- To apply, the candidate must meet one of the following:
 - 1) Bachelor's degree in XXXXX
 - 2) Equivalent military education or Associates Degree with 2 years' experience**
 - 3) High School Diploma/GED and 12+ years' experience
- Experience interfacing with both internal team members and external customers as part of a solution based service process.
- Experience troubleshooting and responding to customer concerns.

COMPANY is an Equal Opportunity Employer M/F/Disability/Veteran

WHAT HAPPENS AFTER I'VE FOUND
A POTENTIAL CANDIDATE?

INTERVIEWING VETERANS

When hiring veterans, common sense interview practices are recommended. Here are some tips:

- Prepare your questions for the job interview in advance.
- Read over the candidate's resume carefully before the interview.
- Ask the same questions of all candidates, regardless of whether they have served in the military or not.
- Keep the questions you ask legal and ethical.
- Stay up-to-date on the laws.
- Don't discriminate against anyone in theory or in practice. The Equal Employment Opportunity laws and regulations prohibit discrimination against applicants on the basis of age, race, color, religion, sex, disability, national origin, marital status, or sexual orientation.

DON'T ASK:

What type of discharge did you receive from the military?
Do you have any brain injuries?

Will you be deployed anytime soon?

INSTEAD ASK:

How does your military experience relate to the job description?
What did you do in the military?
Can you tell me about your training and education?

Can you do the minimum requirements for this job?
What experience do you have with teamwork/quality control/etc?
Can you tell me about your technical experience?

IMPORTANT! Asking veteran applicants questions about their disability is illegal according to the Uniformed Services Employment and Reemployment Rights Act and the Americans with Disabilities Act.



IS THERE ANYTHING I CAN DO TO HELP
WITH THE ADJUSTMENT ONCE THEY
BEGIN WORKING?

ENGAGING VETERANS IN THE WORKPLACE

One industry best practice is the creation of veteran affinity groups in the workplace. This allows veterans to get together regularly (typically monthly or quarterly) to connect with other veterans at work. This provides a valuable peer group which increases retention.

A FEW TACTICS:

- Establish internal mentoring programs where veterans can support other veterans.
- Create a program where spouses and/or families can also connect.
- Encourage those in your workplace get familiar with today's military environment. For example, hold a "Lunch and Learn" about military structure.
- Understand how to communicate properly about their performance. Do this by reading "Communication Tips" at www.va.gov/VETSINWORKPLACE/communicationTips.asp.

To learn more about supporting your veteran employees, visit <http://www.va.gov/vetsinworkplace/>.

OTHER INITIATIVES THAT ASSIST VETERANS

JOINING FORCES

From the White House to the executive office of America's companies, public and private sectors are joining forces to support veterans in transition. In support of this effort the President launched Joining Forces.

Joining Forces is a national initiative to engage all sectors of society to give our service members and their families the opportunities and support they have earned. Since the first days of the Administration, First Lady Michelle Obama and Dr. Jill Biden have met with military families, learned about their successes and challenges, and made it their priority to support them.

Joining Forces creates opportunities for all Americans to step up and show their gratitude to our service members and their families. Through this effort, Mrs. Obama and Dr. Biden are asking Americans to do more for those who have done so much for us. They are asking Americans to get involved in any way they can.

PRIMARY OBJECTIVES OF JOINING FORCES:

- Bring attention to the unique needs and strength of America's military families.
- Inspire, educate, and spark action from all sectors of society -- citizens, communities, businesses, nonprofits, faith-based institutions, philanthropic organizations, and government -- to ensure veterans and military families have the opportunities, resources, and support they have earned.
- Showcase the skills, experience, and dedication of America's veterans and military spouses to strengthen our nation's communities.

To learn more and get connected please go to: <http://www.whitehouse.gov/joiningforces>.

Success Spotlight James Cole

E-7 >>>> Electronics Technician

James Cole served in the United States Air Force as an E-7. After the military, he worked in the information technology field for 10 years but wanted a change in his career. James was eager to find a career path where he could use his military experience to work in a "hands on" profession.

After hearing of the great programs at Francis Tuttle Technology Center, he felt it would be the perfect place to embark on a career where he could utilize all the skills he had acquired. It wasn't long before James' dedication and work ethic earned him the Instrumentation and Process Controls Technician Certificate, the Snap-On multi-meter certification, and the Swagelok Tube bending certification.

Today, James is an Electronics Technician with Archer Pressure Pumping LLC in Union City, Oklahoma.



For more information on Get Skills to Work, visit
<http://www.fasttrackforheroes.org> or contact Institute@nam.org.